



## ARIZONA CHILD SAFETY TASK FORCE MINUTES

**Wednesday, November 16, 2011**  
**9:00 AM**

**1700 W. Washington, Governor's 2<sup>nd</sup> Floor Conference Room  
Phoenix, Arizona 85007**

A public meeting of the Arizona Child Safety Task Force was convened on November 16, 2011 in the 2<sup>nd</sup> Floor Conference Room, 1700 West Washington, Phoenix, Arizona 85007. Notice having been duly given. Present and absent were the following members of the Task Force.

### **Members Present**

Bill Montgomery (Chair)	Anne Donahoe
Clarence H. Carter (Vice Chairman)	Eddie Farnsworth
Katrina Alberty	Linda Gray
Steven G. Anderson	Cindy Knott
Grace Bee	Leah Landrum Taylor
Veronica Bossack	Cassandra Larsen
Robert Brutinel	Terri Proud
J. Kipp Charlton	Steven Twist

### **Members Absent**

David K. Byers	Martin L. Shultz
Michael R. McVey	

### **Staff Present**

Jamie Bennett, Governor's Office
Rebecca Baker, Maricopa County Attorney's Office
Daniel B. Seiden, Maricopa County Attorney's Office

#### **1. Call to Order**

Chair Bill Montgomery welcomed everyone to the Arizona Child Safety Task Force meeting. Meeting was called to order at 9:10 a.m.

#### **2. Welcome & Introductions of Task Force Members**

Mr. Montgomery introduced the Task Force and its members to the public. Members of the Task Force introduced themselves and their roles in child safety over the years.

#### **3. Statement by the Chair & Vice Chair**

Mr. Montgomery took a few minutes to set the context of why the Task Force was established, reviewed the provisions of the Executive Order that established the Task Force, and addressed the direction of the Task Force recommendations. Mr. Montgomery iterated the importance of a

different approach and the need to go beyond theory – to make recommendations that will *change* the status quo.

Vice-Chair Clarence Carter then welcomed everyone to the meeting and took a moment to thank the Governor for establishing the Task Force to address child safety in the state. He shared recent experiences that prompted the Governor’s request for a thorough view of the state’s child safety system. He iterated that we cannot possibly address every aspect of CPS – the topic of child safety is complex and multi-faceted. He claimed we will never be able to address everything. However, we are trying to constantly improve – this is a mile marker on the road to child safety improvement.

#### **4. Department of Economic Security’s (DES) Child Protective Services (CPS) Overview**

Director Clarence Carter presented an overview of CPS to the Task Force. The presentation covered its structure and processes. Director Carter also outlined several current improvement efforts of the Department: strengthening the workforce, promoting transparency (utilize social media, open forums with stakeholders, and executive management to spend more time in the field), and process improvement work (efforts to increase capacity, revamp and simplify investigation processes, and improve supportive processes like the hotline and CPS review team).

There was a period of discussion in which the following matters were discussed:

- Out-of-home placements and specifically grandparents raising grandchildren;
- Qualifications of new hires for CPS;
- Initial response times and what the Department is doing to meet those requirements;
- Criteria of which calls that are received by the CPS hotline are vetted and further investigated;
- Mandatory and public reporting;
- Statutory purpose of CPS – protecting the child versus keeping the family together;
- Team Decision Meeting participants;
- Joint investigations;
- How cases of criminal conduct are handled – currently versus increasing law enforcement involvement;
- Substantiation rate – why Arizona has a lower substantiation rate compared to the national average; and
- Cases of neglect versus cases of abuse – possible causation over time?

Representative Eddie Farnsworth joined the meeting during Director Carter’s presentation; therefore he took a moment to introduce himself at the conclusion of the presentation. Mr. Montgomery recessed the meeting for five minutes in order for staff to facilitate an area for speakers to address the Task Force.

#### **5. Historical Review of Past Reform Efforts**

Mr. Montgomery introduced Mark Faull, Chief Deputy County Attorney, Maricopa County Attorney’s Office. Mr. Faull introduced himself and spoke to reform efforts from 2003, specifically HB2024. He made several proposals to the Task Force, including training CPS investigators similarly to law enforcement and creating a separate investigative unit or agency outside of DES.

Mr. Faull also mentioned there were concerns in 2003 over the state’s low substantiation rate. He

went on to note the issue was not adequately addressed in previous years and suggested that improving and strengthening investigation training may affect the substantiation rate.

Concluding Mr. Faull's presentation there was a period of discussion among Task Force members that included:

- Push-back on reforms from 2003;
- Shroud of secrecy within CPS;
- Weight of the culture within CPS and DES as a whole – resistance to change;
- Bringing the focus back on children as the number one priority – providing services when families are reunited, looking at where severance really occurs, constitutional rights of the children, ...
- County Attorney's reporting of joint investigations – are they reporting?
- Difference between law enforcement use of term "evidence" versus CPS use of "reasonable grounds";
- Importance of protocols being left within Counties, allowing for better utilization of resources; and
- Additional training for CPS and hotline workers in law enforcement and criminal investigations.

The Chair recognized former Senator Jonathon Paton for an overview of 2008 reform efforts. Mr. Paton introduced himself and provided context for his involvement in the CPS reform efforts of 2008. Within his presentation he informed the Task Force of his discovery that CPS and law enforcement reports on several child fatality cases at the time were conflicting, which lead to a lawsuit against DES. Within his experience with his independent review of child fatality cases, he noted the expansive disconnect between CPS and law enforcement in the investigation of child abuse and neglect cases.

Mr. Paton also shared on:

- The struggle between two different ends of the spectrum. There has been a fight between the school of thought on taking the kids away as soon as there is a case of alleged abuse or neglect and the other mindset of not changing anything within CPS, but rather solely provide additional funding;
- There was a popular belief that the children within the child safety system needed more services;
- Prevalent use of drugs as well as the common thread of the perpetrator more often than not being a "scum bag" boyfriend or another abusive father figure;
- Need to more clearly define "near fatality";
- Open records provide accountability to DES. Open records verify whether the Department has followed protocol and better facilitates review for future improvements;
- General sense that the public tends to trust law enforcement more than individuals within the child welfare system;
- Unfinished business from 2008 reforms – law enforcement changes have received a lot of pushback;
- Problem with perpetrators being involved in the Team Decision Meetings. Why is the abuser part of the process? Clear danger to children; and
- There is always a need to engage CPS workers in reform discussions – they know what is

really going on.

The Chair introduced Former Speaker of the House Kirk Adams for his insight on 2008 CPS reforms. Mr. Adams introduced himself and his involvement in the 2008 reform efforts. He shared insight on his independent study of Ariana and Tyler Payne's case and how he believed procedures were not followed – including a court order that was not followed. He also iterated the push-back experienced from the Chief Executive at the time. Mr. Adams focused on two main areas: transparency and cooperation between law enforcement and CPS. Mr. Adams noted the following areas were not adequately addressed in 2008: the lack of cooperation between law enforcement and CPS; personnel reform; and transparency within CPS records.

Following Mr. Adam's presentation was a period of discussion among Task Force members that included the following:

- 2008 fights over victim's rights;
- Need for proper law enforcement training for hotline workers and CPS caseworkers;
- Director Carter affirmed he has the capacity to deal with personnel issues, including removal; and
- Need for fundamental change, as opposed to only statutory or policy changes.

The Chair recessed the meeting for a 30 minute break until 1:00 p.m. Call back to order at 1:00 p.m.

## **6. Best Practices in the Investigation, Removal, and Initial Placement of Children in Cases of Suspected Abuse and/or Neglect**

The Chair recognized Sarah Buel, Faculty Director at ASU's Diane Halle Center for Family Justice. Ms. Buel introduced herself and shared the following observations and best practices:

- Avoid demonizing CPS staff;
- Policy change and/or additional resources to provide CPS staff with cell phones and laptops;
- Reducing caseload;
- Broader view of what child abuse costs overall – in order to get a better understanding of what the true cost of not taking action is;
- Multi-disciplinary training;
- Witness tampering;
- Preventative services (e.g., parenting skills, mental health, and substance abuse classes);
- Recognize and respond to the correlation between domestic violence and child abuse;
- Replicate existing programs that have been proven to be effective;
- Economic empowerment system; and
- Involve ASU.

Concluding Ms. Buel's presentation was a period of discussion among Task Force members that included:

- Most effective practices for witness tampering;
- Best practices on joint protocol;
- Importance of empowering children and adult victims of abuse

The Chair then introduced Dr. Kathy Coffman, Pediatrician at Phoenix Children's Hospital. Dr. Coffman introduced herself and her experience with the Arizona child safety system. Dr. Coffman

reiterated many of Ms. Buel's points regarding empowering children and adult victims before abuse or neglect takes place, the need for a multidisciplinary approach, and the links of domestic violence and child abuse. Dr. Coffman also brought up the need to encourage the public to report as well as ensure we have a system in place that can handle the caseload. She shared concerns for the need for additional staff for the hotline, as well as the need for a change in the statutory requirement for proof of emotional or psychological abuse and its effect on the physical well-being of the child.

## **7. Call to the Public**

The Chair noted there was a one minute time frame for public comment, however, additional time to testify before the Task Force would be provided in future meetings.

Char Ugol spoke to adapting Arizona vulnerable adult statute to children with disabilities under 18 years of age.

Heidi Miller suggested the Task Force members should look into Victor Vieth and his work with the sanctuary movement for children.

Mike Durham shared concerns of CPS caseworkers not meeting adequate investigation requirements in recent child fatality cases.

Holly Craw from Streetlight Phoenix provided a brief background on why girls go into sex trafficking and shared concerns for the children they work with.

Kathleen McLaughlin from Arizona Child and Family Advocacy Network (ACFAN) provided the Task Force members with information on ACFAN.

William Matto expressed concern over the placement of children and the general lack of CPS follow-up reviews.

Kristine Reich shared she was part of a workgroup that oversaw the implementation of the recommendations from 2003 and offered to provide additional information and insight.

## **8. Closing Statements/Next Meeting**

The Chair affirmed the meeting's discussion was "a good start to a good start" that provided background on the issue the Task Force is charged with reviewing. Mr. Montgomery thanked the members for their commitment to serve on the Task Force. He went on to announce the possibility for small workgroups to meet in-between upcoming meetings to dig deeper into issues and spend more time unpacking possible recommendations. The next meeting will be held on November 29, 2011 at 9:00 a.m. and there may be an additional meeting on December 7, 2011.

The Vice-Chair asserted the meeting provided a good framework on the issue and claimed "this is the next mile marker in a never ending journey".

## **9. Adjournment**

The Chair thanked everyone for attending the meeting. The meeting adjourned at 2:50 p.m.

Arizona Revised Statutes Annotated

Constitution of the State of Arizona (Refs & Annos)

Article II. Declaration of Rights

**A.R.S. Const. Art. 2 § 2.1**

**§ 2.1. Victims' bill of rights**

**Currentness**

Section 2.1. (A) To preserve and protect victims' rights to justice and due process, a victim of crime has a right:

1. To be treated with fairness, respect, and dignity, and to be free from intimidation, harassment, or abuse, throughout the criminal justice process.
2. To be informed, upon request, when the accused or convicted person is released from custody or has escaped.
3. To be present at and, upon request, to be informed of all criminal proceedings where the defendant has the right to be present.
4. To be heard at any proceeding involving a post-arrest release decision, a negotiated plea, and sentencing.
5. To refuse an interview, deposition, or other discovery request by the defendant, the defendant's attorney, or other person acting on behalf of the defendant.
6. To confer with the prosecution, after the crime against the victim has been charged, before trial or before any disposition of the case and to be informed of the disposition.
7. To read pre-sentence reports relating to the crime against the victim when they are available to the defendant.
8. To receive prompt restitution from the person or persons convicted of the criminal conduct that caused the victim's loss or injury.
9. To be heard at any proceeding when any post-conviction release from confinement is being considered.
10. To a speedy trial or disposition and prompt and final conclusion of the case after the conviction and sentence.
11. To have all rules governing criminal procedure and the admissibility of evidence in all criminal proceedings protect victims' rights and to have these rules be subject to amendment or repeal by the legislature to ensure the protection of these rights.
12. To be informed of victims' constitutional rights.

(B) A victim's exercise of any right granted by this section shall not be grounds for dismissing any criminal proceeding or setting aside any conviction or sentence.

(C) "Victim" means a person against whom the criminal offense has been committed or, if the person is killed or incapacitated, the person's spouse, parent, child or other lawful representative, except if the person is in custody for an offense or is the accused.

(D) The legislature, or the people by initiative or referendum, have the authority to enact substantive and procedural laws to define, implement, preserve and protect the rights guaranteed to victims by this section, including the authority to extend any of these rights to juvenile proceedings.

(E) The enumeration in the constitution of certain rights for victims shall not be construed to deny or disparage others granted by the legislature or retained by victims.

**Credits**

Addition approved election Nov. 6, 1990, eff. Nov. 26, 1990.

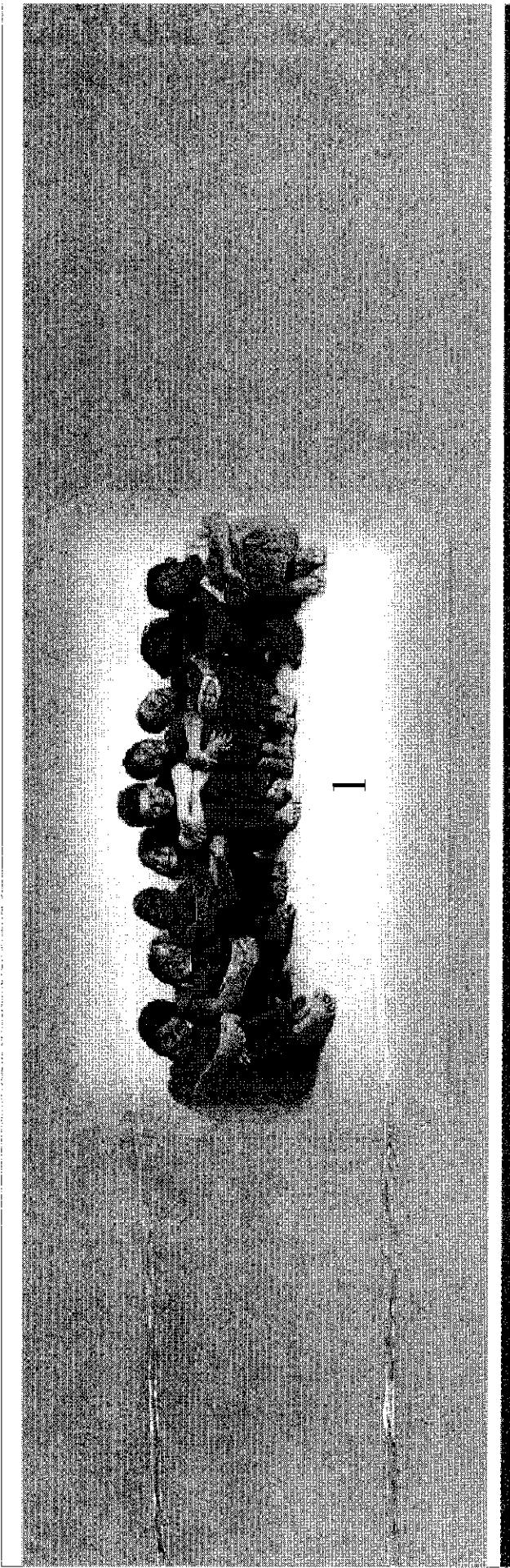
Notes of Decisions (154)

Current through the First Regular Session and Third Special Session of the Fiftieth Legislature (2011)

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# Arizona's Child Welfare System



Clarence H. Carter  
Director  
Arizona Department of Economic Security

# **Primary Purpose**

## **A.R.S. §8-800. Purpose of Child Protective Services**

- ☞ The primary purposes of child protective services are to protect children by investigating allegations of abuse and neglect, promoting the well-being of the child in a permanent home and coordinating services to strengthen the family and prevent, intervene in and treat abuse and neglect of children.



**Children need  
safe, strong  
families to  
succeed in life**

# **Structure**

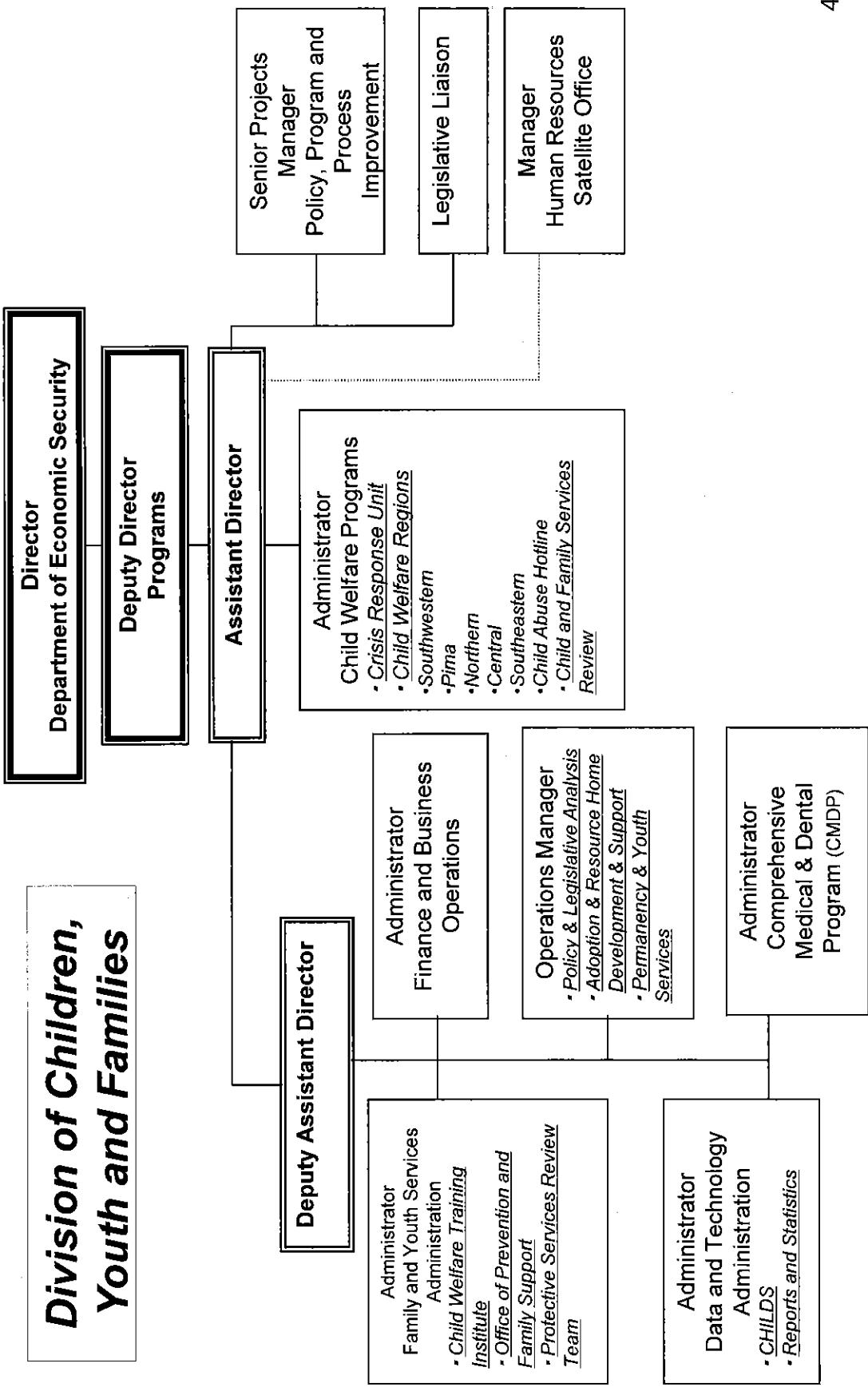
## **Arizona has a “State Administered” child welfare system**

- 30 states have “state administered” child welfare systems
- 13 states have “state supervised, county administered” child welfare systems
- 7 states have “state administered, strong county discretion” child welfare systems

Statutorily administered through the Arizona Department of Economic Security  
(A.R.S. §46-134)

# Organizational Structure

## Division of Children, Youth and Families



# Service Array

- **Child Protective Services (Assessment)**
  - Family Support Services
  - Family Preservation Services
  - In-Home Services
  - Reunification Services
- **Foster Care**
  - Kinship Care
  - Adoption
  - Guardianship
- **Independent Living-Young Adult Program**
  - Health Care for children in out-of-home placement
- **Case management**
  - Contracted support services
  - Permanency Planning
- **Foster Home recruitment and training**
  - Adoption Home recruitment and certification

# Service Areas

## Arizona's Child Protective Services Regions

### ○ Northern Region

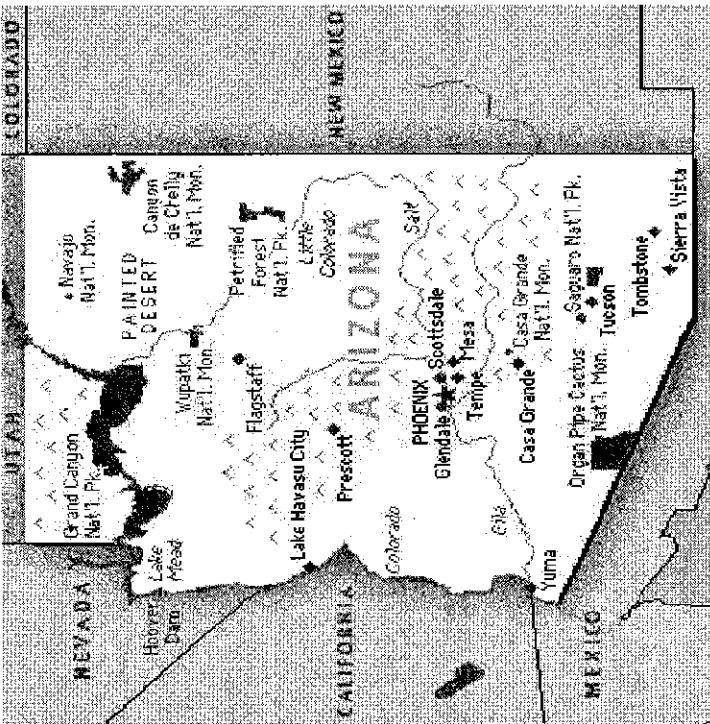
✓ Covers Mohave, Yavapai, Coconino, Navajo and Apache counties

### ○ Central Region

✓ Covers eastern Maricopa County and all of Pinal County

### ○ Southwestern Region

✓ Covers western Maricopa County and all of Yuma and La Paz counties



### ○ Pima Region

✓ Covers Pima County

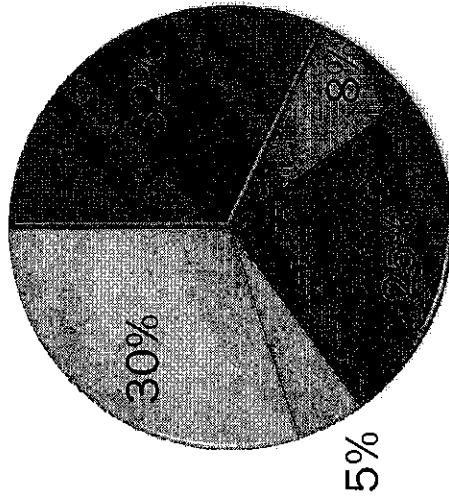
### ○ Southeastern Region

✓ Covers Gila, Graham, Santa Cruz, Cochise and Greenlee counties

# Caseload Distribution

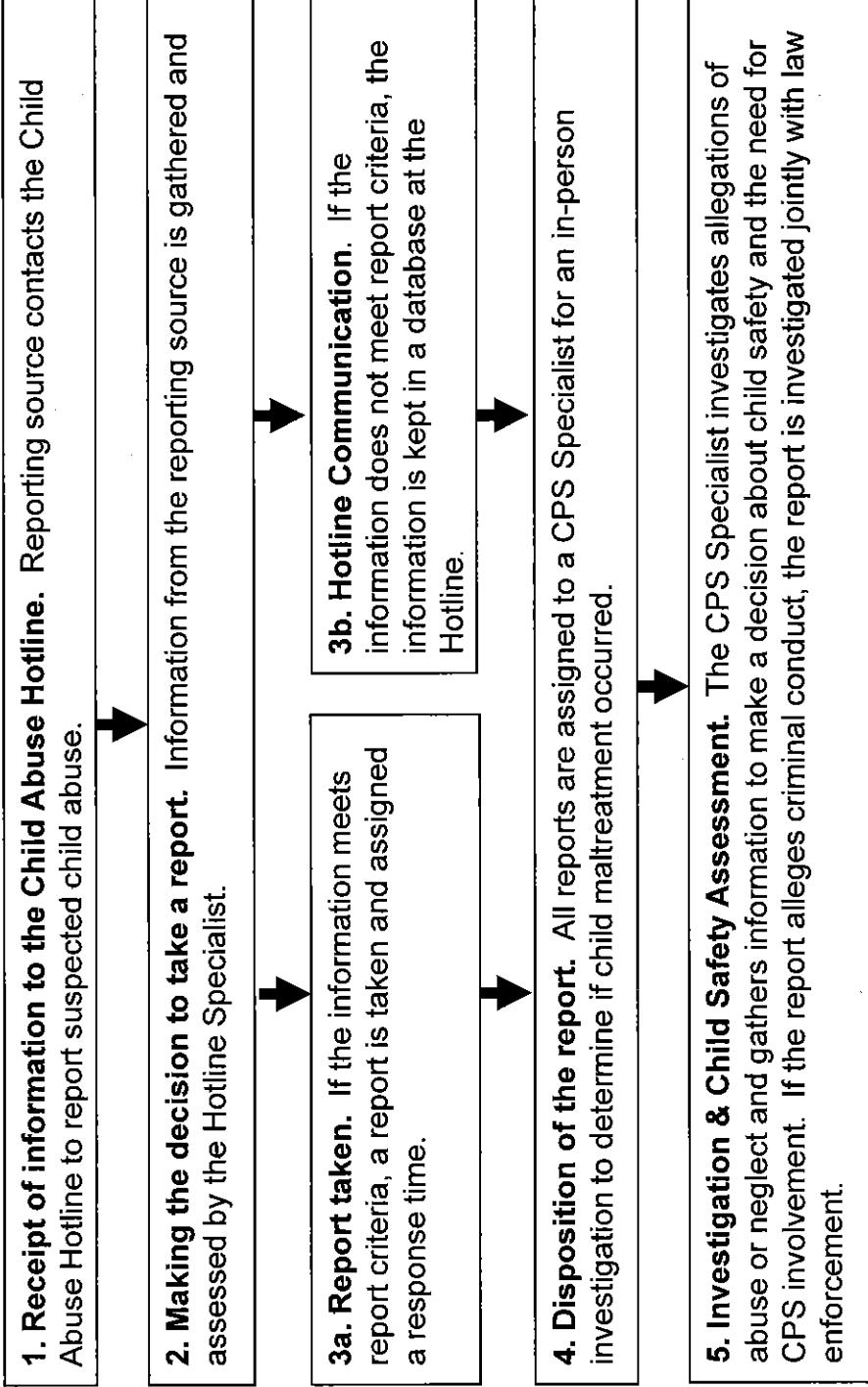
## Statewide Caseload Distribution

- ☞ **Central Region** comprises approximately 32% of the state's child welfare caseload
- ☞ **Southwestern Region** comprises approximately 30% of the state's child welfare caseload
- ☞ **Pima Region** comprises approximately 25% of the state's child welfare caseload
- ☞ **Northern Region** comprises approximately 8% of the state's child welfare caseload
- ☞ **Southeastern Region** comprises approximately 5% of the state's child welfare caseload

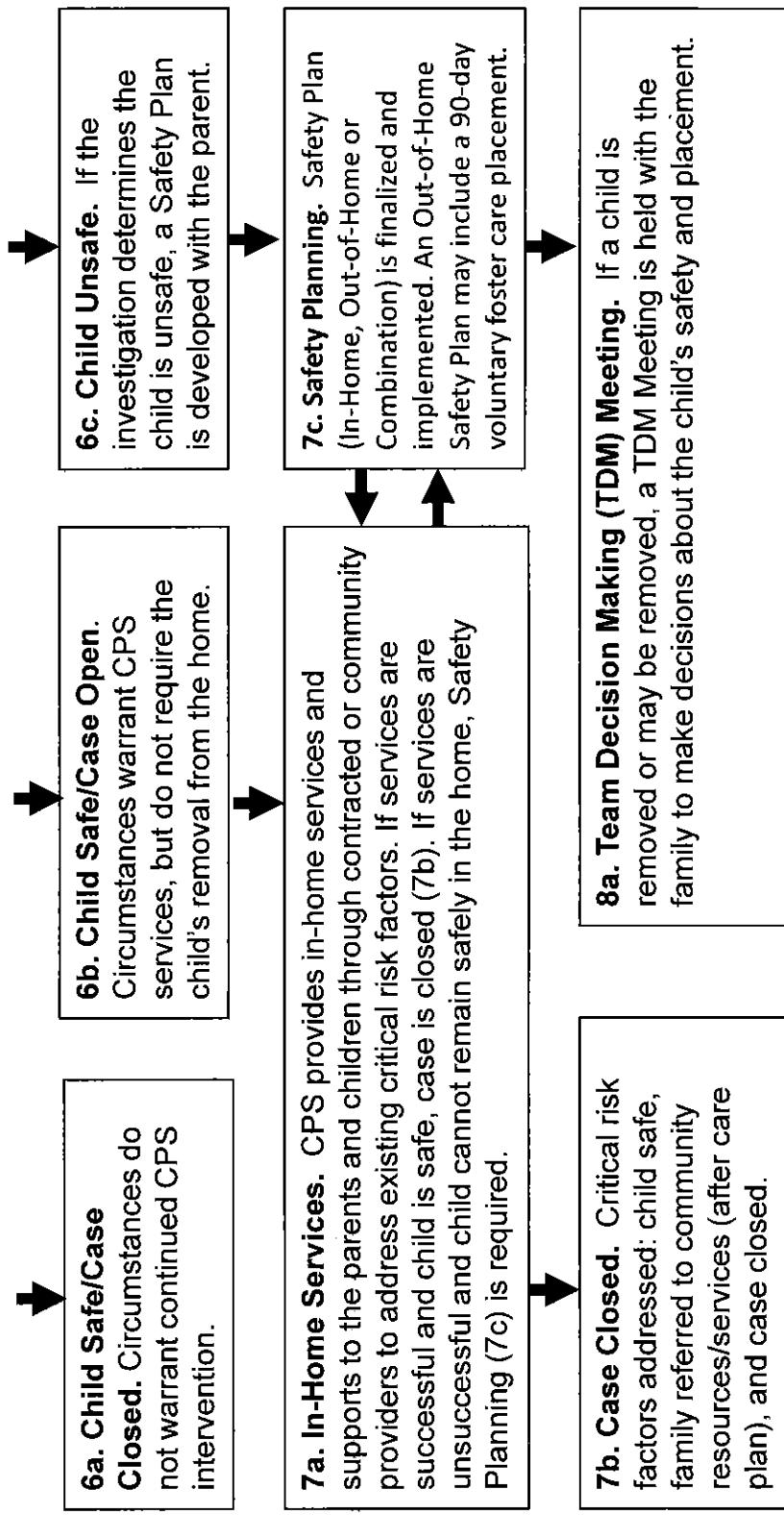


- Central
- Pima
- Southeastern
- Southwestern

# Decision Making Process



# Decision Making Process



# Decision Making Process

- 
- ```
graph TD; A[Decision Making Process] --> B[8b. Temporary Custody]; A --> C[8c. Removal Review]; A --> D[9. Petition Filed]
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- 8b. **Temporary Custody.** If no plan can ensure child safety or safety plan fails, the child is removed and a Temporary Custody Notice is served.
  - 8c. **Removal Review.** Review of a child's removal from their home to consider options other than continued out-of-home placement.
  9. **Petition Filed.** A Dependency Petition is filed with the Juvenile Court when child cannot remain safely in home.

# Child Abuse Hotline

## Type of Maltreatment

|                                  | Total Calls | Total Reports | Neglect | Physical Abuse | Sexual Abuse | Emotional Abuse |
|----------------------------------|-------------|---------------|---------|----------------|--------------|-----------------|
| Oct 2005 - Sept 2006             | 137,086     | 34,537        | 20,793  | 11,236         | 2,029        | 479             |
| Oct 2006 - Sept 2007             | 133,523     | 34,690        | 20,760  | 11,407         | 2,115        | 408             |
| Oct 2007 - Sept 2008             | 132,298     | 35,121        | 20,988  | 11,742         | 2,008        | 383             |
| Oct 2008 - Sept 2009             | 125,772     | 33,228        | 19,511  | 11,436         | 1,894        | 387             |
| Oct 2009 - Sept 2010             | 131,575     | 34,178        | 20,688  | 11,381         | 1,742        | 367             |
| Oct 2010 - March 2011 (6 months) | 65,778      | 17,586        | 10,960  | 5,755          | 712          | 159             |
| Total                            |             | 189,340       | 113,700 | 62,957         | 10,500       | 2,183           |
| % Of Total                       |             | 100.0%        | 60.1%   | 33.3%          | 5.5%         | 1.2%            |

# Child Abuse Hotline - Response Times

## Response Time 1=Respond within 2 hours

- ✓ These reports are usually present danger situations where an immediate and significant family condition has resulted in or is likely to result in serious harm to a child

## Response Time 3=Respond within 72 hours

- ✓ These reports do not rise to the level of present or impending danger but an incident of abuse or neglect has occurred within the past 30 days

## Response Time 2=Respond within 48 hours

- ✓ These reports are usually pending danger situations where the family condition may not be occurring in the present but is likely to occur in the immediate to near future and will likely result in serious to severe harm to a child

## Response Time 4=Respond within 7 consecutive days

- ✓ These reports do not rise to the level of present or impending danger but an incident of abuse or neglect has occurred more than 30 days ago
- ✓ There is no current physical indicator of maltreatment
- ✓ There is unreasonable risk of harm to the child's health or welfare

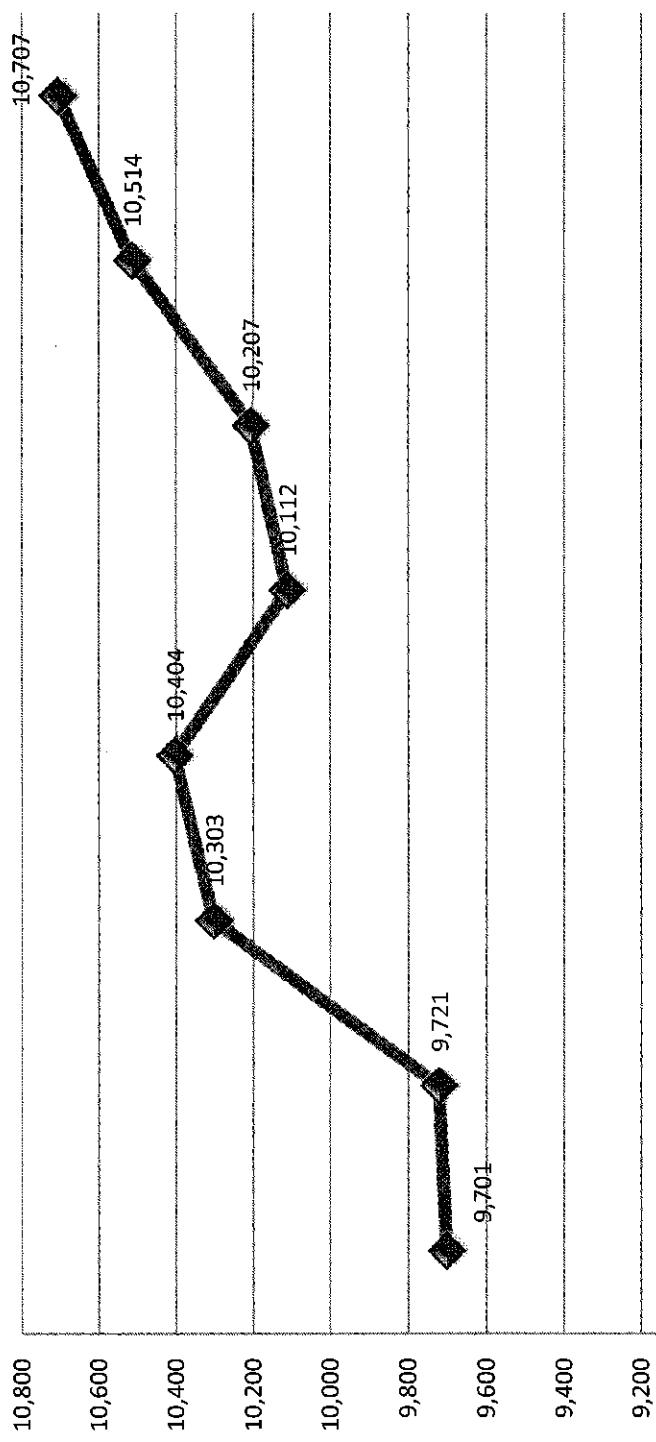
# Child Abuse Hotline

## Initial Response Time

|                                 | Total Calls | Total Reports | Response Time 1 w/in 2 hours | Response Time 2 w/in 48 hours | Response Time 3 w/in 72 hours | Response Time 4 w/in 7 days |
|---------------------------------|-------------|---------------|------------------------------|-------------------------------|-------------------------------|-----------------------------|
| Oct 2005 -Sept 2006             | 137,086     | 34,537        | 6,031                        | 9,476                         | 14,209                        | 4,821                       |
| Oct 2006 -Sept 2007             | 133,523     | 34,690        | 5,468                        | 9,330                         | 14,343                        | 5,549                       |
| Oct 2007 -Sept 2008             | 132,298     | 35,121        | 5,059                        | 10,034                        | 14,355                        | 5,673                       |
| Oct 2008 -Sept 2009             | 125,772     | 33,228        | 4,552                        | 10,035                        | 14,316                        | 4,325                       |
| Oct 2009 -Sept 2010             | 131,575     | 34,178        | 5,224                        | 9,315                         | 14,842                        | 4,797                       |
| Oct 2010 -March 2011 (6 months) | 65,778      | 17,586        | 2,617                        | 2,944                         | 8,409                         | 3,616                       |
| Total                           |             | 189,340       | 28,951                       | 51,134                        | 80,474                        | 28,781                      |
| % Of Total                      |             | 100.0%        | 15.3%                        | 27.0%                         | 42.5%                         | 15.2%                       |

# Out of Home Placement

Children in Out of Home Placement



| Children in Out of Home Care | Sept 2007 | March 2008 | Sept 2008 | March 2009 | Sept 2009 | March 2010 | Sept 2010 | March 2011 |
|------------------------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|
| 9,701                        | 9,721     | 10,303     | 10,404    | 10,112     | 10,207    | 10,514     | 10,707    | 10,707     |

# Out of Home Placement

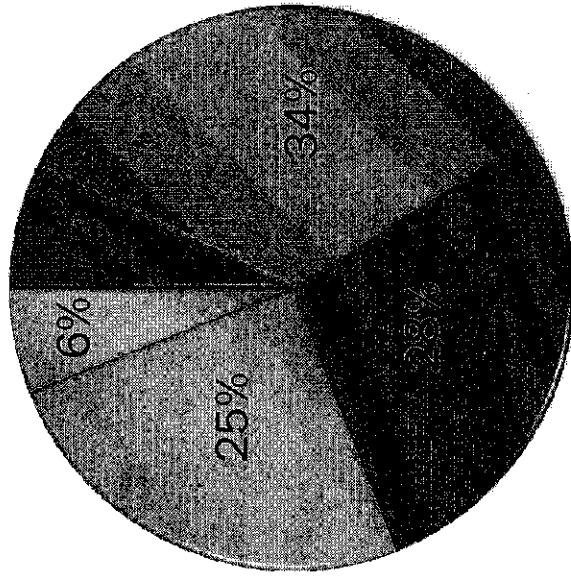
On March 31, 2011 there were 10,707 children in out-of-home placement in Arizona

## Age Demographics

- 7% of these children were under age 1
- 34% of these children were ages 1 to 5
- 28% of these children were ages 6 to 12
- 25% of these children were ages 13 to 17
- 6% of these children were age 18 to 21

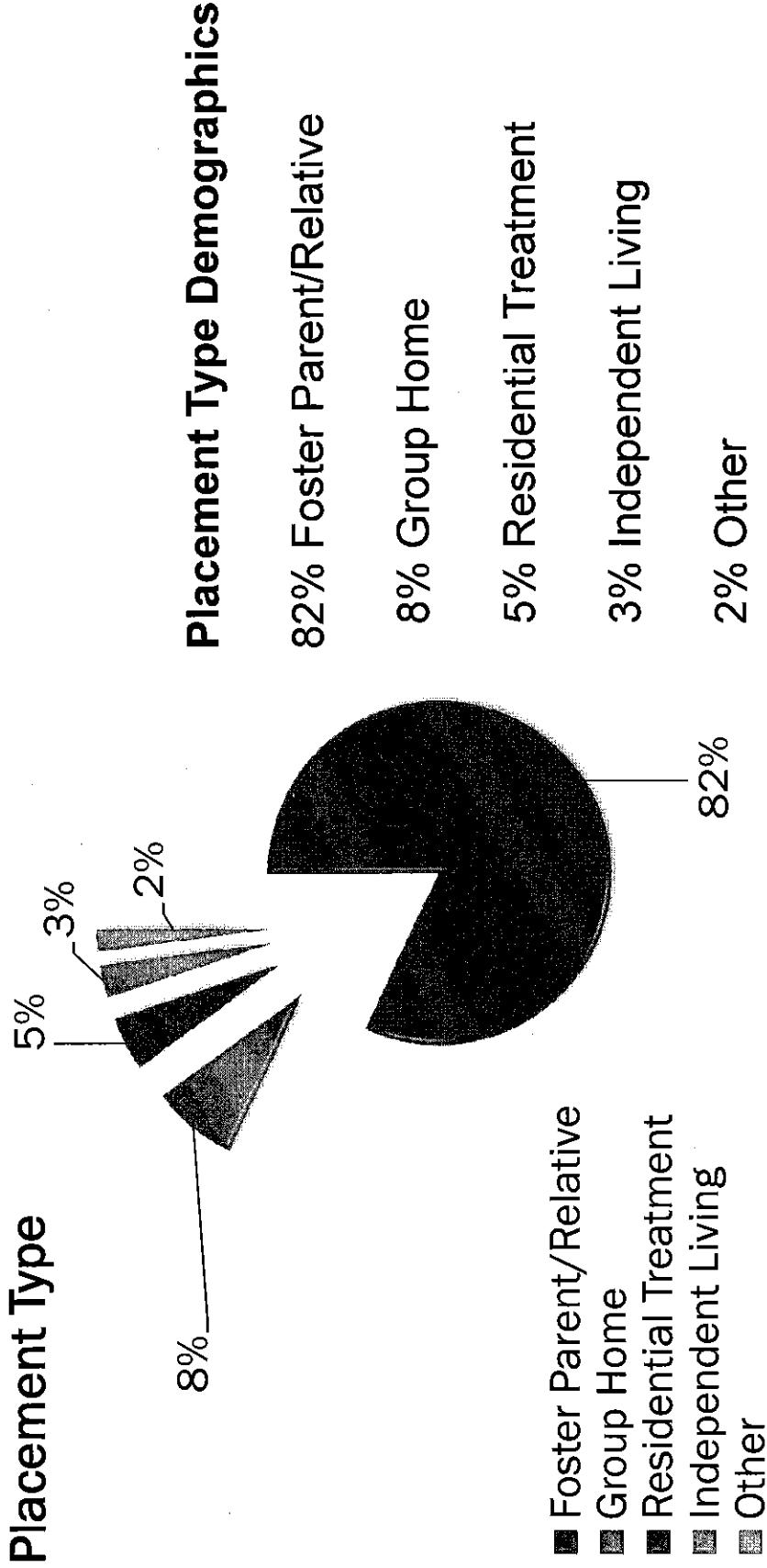
## Ages of Children

- Under 1   ■ 1 to 5   ■ 6 to 12
- 13 to 17   ■ 18 to 21

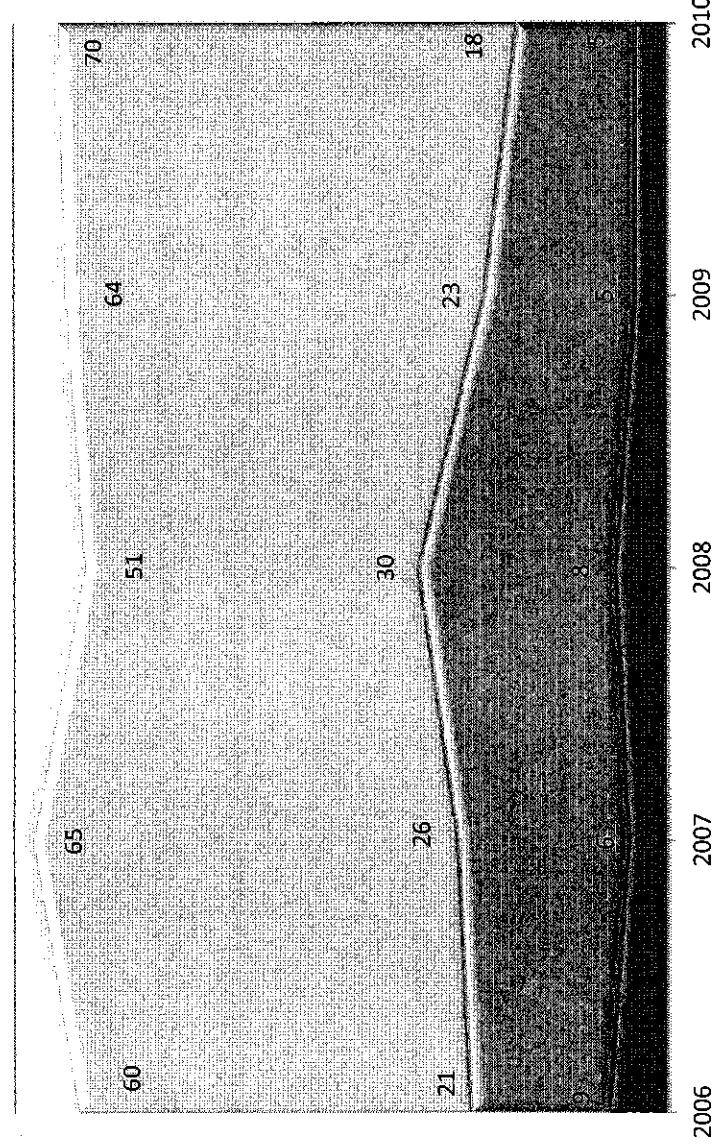


# Out of Home Placement

## Placement Type

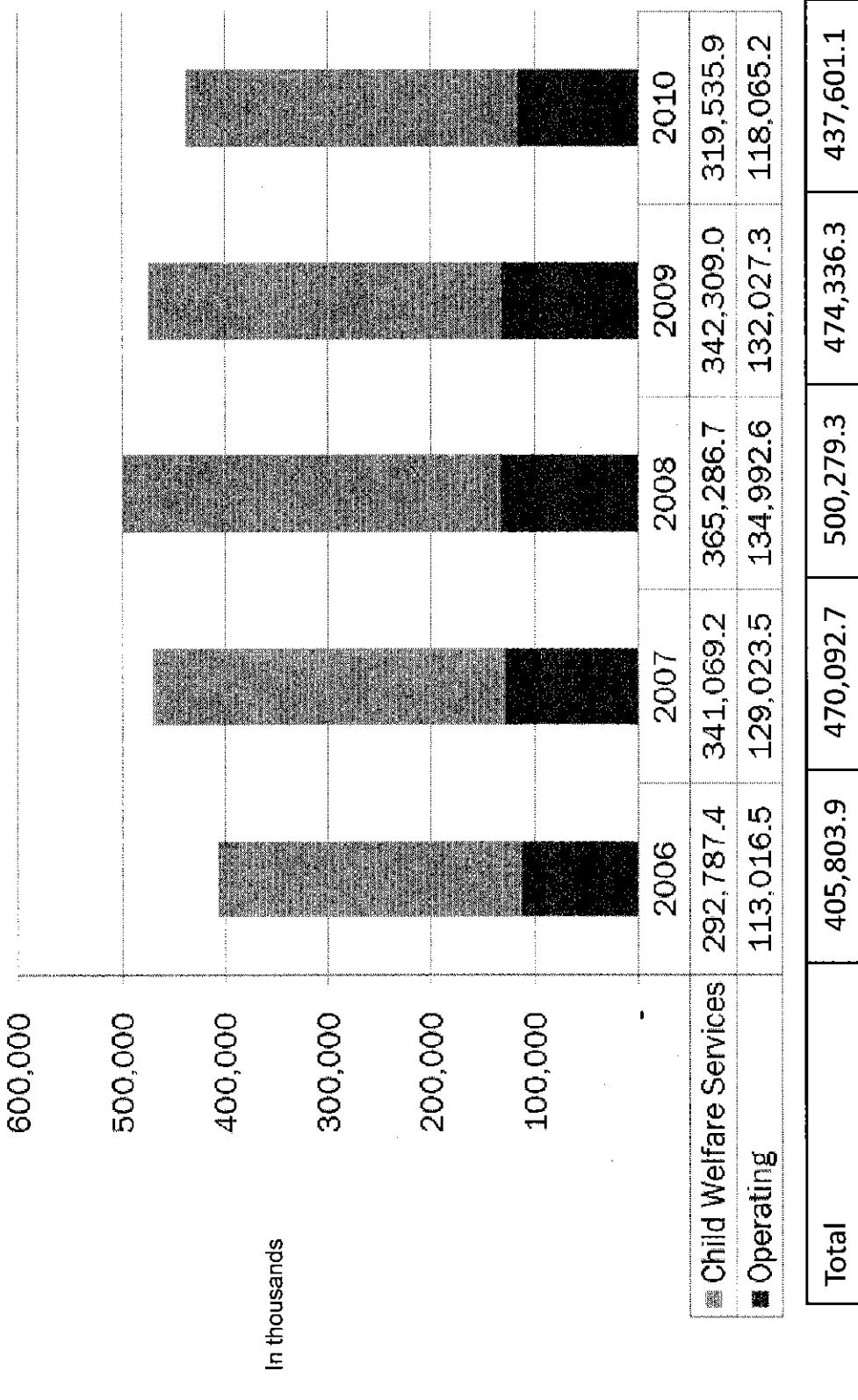


# Child Fatality Review Program\*



\*Data Source: Arizona Child Fatality Review Program's Annual Reports – Arizona Department of Health Services

# Budget



# Budget

- ☞ In February 2009, the Department's General Fund appropriation was reduced by 20.5% for fiscal year 2009
- ☞ The Department attempted to mitigate the impact to critical services such as CPS
- ☞ The need for CPS services through February 2009 exceeded resources which lead to an estimated \$30-50M annualized shortfall
- ☞ The overall Department budget reduction eliminated all available resources to help resolve this shortfall

# Budget, Staffing & Service Reductions

- 2o In order to reduce costs in child welfare and avoid overspending of available funding, staffing and service reductions were necessary beginning in February 2009
  - o 181 staff who were on original probation, meaning generally that they had not yet completed 12 months of state service, were dismissed
  - o Overtime was curtailed and other pay stipends were eliminated
  - o Foster care rates were reduced by 20%. For example, the daily rate for children ages 12-18 was reduced from \$29.32 to \$23.46
  - o Independent living subsidies were reduced by 10% from \$795 per month per child living independently while working or attending school to \$715 per month
  - o Other types of auxiliary and special allowances, such as emergency clothing and education expenses, were either reduced or suspended
  - o Reduction in Prevention and Family Support Services

# CPS Specialists and Supervisors

|                           | June<br>2007 | Dec<br>2007 | June<br>2008 | Dec<br>2008 | June<br>2009 | Dec<br>2009 | June<br>2010 | Dec<br>2010 | Dec<br>2011 | Apr<br>2011 | Sept<br>2011 |
|---------------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|-------------|-------------|--------------|
| <b>Hotline</b>            | 70           | 67          | 67           | 65          | 69           | 66          | 67           | 68          | 68          | 68          | 75           |
| <b>CPS Specialists</b>    | 808          | 822         | 838          | 818         | 788          | 761         | 698          | 764         | 758         | 758         | 733          |
| <b>In Training</b>        | 159          | 132         | 136          | 153         | 3            | 46          | 193          | 120         | 121         | 121         | 180          |
| <b>Vacant</b>             | 6            | 22          | 2            | 68          | **244        | 170         | 85           | 91          | 96          | 96          | 55           |
| <b>Authorized</b>         | 1043         | 1043        | 1043         | *1104       | 1104         | 1043        | 1043         | 1043        | 1043        | 1043        | 1043         |
| <b>CPS Supervisors</b>    | 179          | 184         | 176          | 171         | 169          | 161         | 172          | 165         | 167         | 167         | 158          |
| <b>Authorized</b>         | 175          | 175         | 175          | 175         | 175          | 175         | 175          | 175         | 175         | 175         | 175          |
| <b>Average Salary***</b>  |              |             |              |             |              |             |              |             |             |             |              |
| <b>CPS Specialist I</b>   |              |             |              |             | \$33,312     |             |              |             |             |             | \$33,312     |
| <b>CPS Specialist II</b>  |              |             |              |             | \$35,730     |             |              |             |             |             | \$36,413     |
| <b>CPS Specialist III</b> |              |             |              |             | \$38,855     |             |              |             |             |             | \$39,409     |
| <b>Total Specialists</b>  |              |             |              |             |              |             |              |             |             |             | \$37,556     |
| <b>CPS Supervisor</b>     |              |             |              |             |              |             |              |             |             |             | \$44,284     |
| <b>Total Supervisors</b>  |              |             |              |             |              |             |              |             |             |             |              |
| <b>\$42,276</b>           |              |             |              |             |              |             |              |             |             |             |              |

\*Authorized level increased by 61 FTEs in SFY2009 and subsequently decreased due to budget shortfalls

\*\*In February 2009, the number of staff was reduced due to budgetary constraints

\*\*\* Average salary information as of 11/14/2011

## **Recent Efforts to Hire Qualified CPS Staff**

- » From January through June 2011, 224 CPS Specialists were hired statewide
- » Activities
  - ✓ Working closely with schools of social work in Arizona and other states to recruit qualified staff
  - ✓ Using Jobing.com and Career Builders
  - ✓ Posting job announcements with the National Association of Social Workers and other national job posting sites
  - ✓ Workforce Planning Initiatives-Partnering with Cornerstone for Kids
  - ✓ Upcoming CPS Job Fairs – December 2011

# **Child Welfare System Improvement Efforts**

## **TODAY**

At the direction of Governor Brewer, DES is undertaking a comprehensive evaluation of CPS to strengthen Arizona's system of child protection and family preservation

### **✓ Strengthen the workforce**

- Continue to build relationships with universities and community colleges
- Explore immersion training to get CPS workers into the field more quickly
- Explore additional resources, including technology

### **✓ Promote transparency**

- Improve the use of all communication options, including social media
- Executive management spending more time in the field
- Holding open forums with the stakeholder community

# **Child Welfare System Improvement Efforts**

## **Process Improvement Work**

- **Increasing Capacity**
  - Revamp the child abuse investigative process
- **Simplifying the Process and Process Support**
  - Streamline certain tasks
  - Make documentation and information easier to read, timelier, more usable and focused on child safety
- **Improving Supportive Processes**
  - Process improvement at the Hotline and Protective Services Review Team

# Child Protective Services Investigation Tasks & Activities

| <b>CPS Investigation Tasks</b>     | <b>CPS Investigation Activities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Review of Prior Records</b>     | <p>Prior to assigning a report for investigation, the supervisor will complete a review of prior reports and case history in the Child Protective Services Central Registry (CPSCR) and the case management information system – Children's Information Library and Data Source (CHILDSS), <i>including out-of-state reports</i> and out-of-state placements with a child welfare or private agency.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Review of Criminal History</b>  | <p>Prior to responding to a report, the CPS Specialist will review criminal history information on all adults in the home where the abuse or neglect occurred and the non-custodial parent, if not in the same household.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Contact Reporting Source</b>    | <p>If the reporting source's name, address or telephone number is available, the CPS Specialist will contact the source to verify information in the report and to obtain any additional information.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Prepare for Initial Contact</b> | <p>The CPS Specialist uses the criminal history information in developing a strategy to initiate and assist in decision making concerning the safety of the children and CPS staff.</p> <p>The following people are interviewed:</p> <ul style="list-style-type: none"> <li>• the reporting source;</li> <li>• alleged victim of child abuse or neglect;</li> <li>• siblings and other children in the home where the child victim resides;<sup>7</sup></li> <li>• siblings and other children in the home where the alleged abuse or neglect occurred, if different from the child's primary residence;</li> <li>• custodial parent;</li> <li>• the spouse or partner or significant other (boyfriend, girlfriend, etc.) of the custodial parent;</li> <li>• all other adults living in the home where the alleged abuse or neglect occurred;</li> <li>• non-custodial parent of the child victim when: <ul style="list-style-type: none"> <li>○ the identity and whereabouts can be reasonably determined, and</li> <li>○ such contact would not be likely to endanger the life or safety of any person or compromise the integrity of a criminal investigation or the CPS investigation;</li> <li>• the alleged abusing or neglecting person.</li> </ul> </li> </ul> <p>A strategy for conducting interviews is made by making the following decisions:</p> <ol style="list-style-type: none"> <li>1. Determining who will be interviewed, where, and in what order.</li> </ol> |

## Child Protective Services Investigation Tasks & Activities

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|                                                                                                                                                         | <p>2. Determining if interviews should be by appointment or unannounced.</p> <p>3. Determining if the interview should be conducted alone or should you be accompanied by another staff member, or in case of safety concerns, a law enforcement officer.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Joint Investigation Protocol</b>                                                                                                                     | <p>The CPS Specialist will coordinate the investigations with law enforcement, according to protocols established with the appropriate municipal or county law enforcement agency when:</p> <ul style="list-style-type: none"> <li>• the report alleges or the investigation indicates that the child is or may be the victim of a criminal conduct; or</li> <li>• the report alleges or the investigation indicates that the child is a victim of sexual abuse; and/or</li> <li>• law enforcement is conducting a criminal investigation of the alleged child abuse and neglect or an investigation is anticipated</li> </ul>                                                                                                                      |
| <b>Medical Exams</b>                                                                                                                                    | <p>Medical examinations and/or consultation by a physician, with expertise in child abuse and neglect, are required for specific injuries to a child. This requirement applies to the specific injuries such as serious physical injury or illness due to neglect, head injuries resulting in skull fractures, internal organ injuries, fractures, burns, etc.</p> <ul style="list-style-type: none"> <li>• Forensic medical examinations are generally required for cases involving criminal conduct allegations, especially when sexual abuse is indicated.</li> </ul>                                                                                                                                                                            |
| <b>Present Danger Assessment</b>                                                                                                                        | <p>Upon initial contact with the child and family, the CPS Specialist determines whether any child in the home is in <i>present danger</i>. If any child in the home is in present danger, the CPS Specialist must take an immediate protective action that controls the present danger.</p> <p>Once an assessment of present danger is complete, the CPS Specialist proceeds with the initial child safety assessment to determine whether any child is unsafe due to impending danger.</p>                                                                                                                                                                                                                                                        |
| <b>Interview/observation of child victim within the response timeframes to determine safety;</b><br><b>Interview/observe other children in the home</b> | <p>When necessary, a child who is the subject of an investigation (identified as the child victim in the report) or another child who lives in the home may be interviewed prior to law enforcement involvement in order to ascertain their safety.</p> <p>Whenever possible, the child and his/her siblings, and all other children living in the home should be interviewed in a safe and neutral location and interviewed alone for all or part of the interview. .</p> <p>Prior to interviewing a child, the CPS Specialist must obtain written consent from the parent, guardian, or custodian, <i>except</i> when the child being interviewed is:</p> <ul style="list-style-type: none"> <li>• the subject of a CPS investigation;</li> </ul> |

## Child Protective Services Investigation Tasks & Activities

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| <ul style="list-style-type: none"> <li>• a sibling of the subject of a CPS investigation;</li> <li>• a child who lives with the subject of a CPS investigation;</li> <li>• a child who initiates contact with CPS, or</li> <li>• a child identified in a report alleging a criminal conduct allegation (see your county's joint investigation protocols).</li> </ul> <p>If a child is interviewed without consent of the parent, guardian or custodian, the CPS Specialist initiates contact with the parent, guardian or custodian the same day and inform him or her of the child's interview.</p> <p>If a child is non-verbal, observation will be substituted for interviewing.</p> | <p><b>Interview with parents, guardians or caregivers and/or interview other adults living in the home</b></p> <p>During the interview with the parents, guardians, caregivers or other adults , gather information about the following:</p> <ol style="list-style-type: none"> <li>1. If maltreatment did occur, what is the extent of the maltreatment?</li> <li>2. What are the circumstances surrounding the maltreatment?</li> <li>3. How does the child function on a daily basis?</li> <li>4. What are the disciplinary approaches and typical context used by the caregiver?</li> <li>5. What are the overall, pervasive parenting practices used by the caregiver?</li> <li>6. How does the caregiver function with respect to daily life management and general adaptation including substance use and mental health functioning?</li> </ol> <p><b>Collateral Contacts</b></p> <p>The CPS Specialist will interview other persons known to have knowledge of the abuse or neglect, or who could confirm or rule-out a safety threat to the child victim, or any other child in the home where the abuse or neglect occurred, such as:</p> <ul style="list-style-type: none"> <li>• school personnel</li> <li>• medical providers</li> <li>• child care providers</li> <li>• relatives</li> <li>• other adults living in the non-custodial parents home</li> <li>• neighbors.</li> </ul> |
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## Child Protective Services Investigation Tasks & Activities

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| <p><b>Collection and Review of Additional Information</b></p> <ul style="list-style-type: none"> <li>• obtain and abide by court orders that restrict or deny custody, visitation or contact by a parent or other person in the home with the child.</li> <li>• obtain and review medical and/or behavioral health records or provider reports for parents, guardians or caregivers if it is directly related to the current allegation or if there is reason to believe these records contain or confirm information that will fill a gap or reconcile an inconsistency in the information about child safety and risk.</li> </ul> | <p>The CPS Specialist will:</p> <p>Clinical supervision conferences between the CPS Specialist and supervisor occurs on all investigation cases <b>within 21 days</b> of case opening.</p> <p>Based on the results of the CPS safety assessment/investigation and the results of the Strength and Risk Assessment, CPS determines whether to 1) close the case 2) offer voluntary child protective services or 3) open a case for ongoing services.</p> <p>If the Child Safety Assessment concludes that the child is safe, safety intervention is not required.</p> <p>If the Child Safety Assessment concludes that the child is unsafe, a safety intervention is required. To ensure that a sufficient safety plan is created, determine the level of intervention necessary to manage the identified safety factor (threat).</p> <p>All cases that are not placed in "ongoing" status must be closed within <b>60 days</b> of receipt of the report. The finding must be entered in the Investigation Allegation Findings window and/or Investigation Tracking Characteristic Findings window within <b>45 days</b> of the date the department received the initial report information. The Child Safety Assessment must be completed within <b>21 days</b> or before case closure (whichever occurs first).</p> <p>If the case is going to be open for ongoing services the CPS Specialist determines if the services can be provided to reduce the risk of abuse or neglect which may include:</p> <ul style="list-style-type: none"> <li>• In-Home Solutions (Safety Monitor)</li> <li>• Leaving Home And Going To A Safe Place</li> <li>• Kinship Care Options (Short-term care by relatives, friends, etc.)</li> <li>• Community Placement</li> <li>• Voluntary Foster Care Placement</li> <li>• CPS Custody</li> </ul> |
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## CHILD PROTECTIVE SERVICES SPECIALIST SERIES

| CLASSIFICATION     | ENTRY SALARY | EXPERIENCE and EDUCATION                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                    |              | DUTIES                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| CPS SPECIALIST I   | \$33,312     | Under direct supervision, performs a variety of tasks at the professional entry level in child protective case management; provides direct or indirect assistance to children and the families; and performs related work as required.                                                                                                                                                                                     | Master's Degree in Sociology, Psychology or related field from an accredited college or university; Bachelor's Degree in Sociology, Psychology or related field from an accredited college or university; OR Bachelor's Degree from an accredited college or university and two years of social work or social services experience.                                                                                                                                                                                                                                                                                                                                                          |
| CPS SPECIALIST II  | \$35,730     | This class is distinguished from the Child Protective Service Specialist I by greater emphasis on case management/case complexity and a higher level of authority assigned. This class may assume investigative responsibilities.                                                                                                                                                                                          | Master's Degree in Social Work (MSW) from an accredited college or university; OR Bachelor's Degree in Social Work from an accredited college or university OR Master's or Bachelor's Degree in Sociology, Psychology or related field from an accredited college or university and one year of child protective service experience; OR Master's Degree in a related field from an accredited college or university and two years of social work or social services experience; OR Bachelor's Degree from an accredited college or university and three years of social work or *social service experience; OR one year as a Child Protective Service Specialist I in Arizona State Service. |
| CPS SPECIALIST III | \$38,855     | May supervise subordinate staff in the absence of the Child Protective Service (CPS) Unit Supervisor. This class is distinguished from the Child Protective Service Specialist II by greater emphasis on investigative and supervisory responsibilities.                                                                                                                                                                   | Master's Degree in Social Work (MSW) or related field from an accredited college or university and two years of child protective service experience; OR Bachelor's Degree in Social Work or related field from an accredited college or university and three years of child protective service experience; OR one year as a Child Protective Service Specialist II in Arizona State Service.                                                                                                                                                                                                                                                                                                 |
| CPS SUPERVISOR     | \$42,276     | Supervises a unit of Child Protective Service (CPS) Specialists engaged in investigating allegations of child abuse and child neglect and in providing child protective services case management; performs ongoing evaluations of staff performance; provides comprehensive training to new personnel; advises staff of concerning Child Protective Services report guidelines. Performs other related duties as required. | Two years of work experience as a Child Protective Services Specialist III (in Arizona State Service); OR a Master's degree in social work or related field from an accredited college or university and four years of Child Protective Service experience; OR a Bachelor's degree in social work or related field from an accredited college or university and five years of Child Protective Service experience.                                                                                                                                                                                                                                                                           |

**MANDATORY TRAINING FOR CPS SPECIALISTS & CPS UNIT SUPERVISORS**  
**(As of 11-1-11)**

**CPS SPECIALISTS**

Pre-Core training and Orientation: 8 hours Child Welfare Training Institute (CWTI) + regional as required  
+ basic security, etc. as required by DES/OMD\*

Core Training (7 weeks):  
278 hours includes:  
238 classroom hours;  
32 hours of field experience;  
8 hours of mandatory CBTs (DCYF)

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Total Pre-Core and Core: **286 hours** required pre-service (before being assigned cases, per policy)

Advanced Training:  
4 hours Immersion & Support for CPS I's who are targeted for investigation positions  
  
24 hours of continuing education annually after first year as CPS Specialist  
(topics of their choosing related to the job, may be provided by CWTI, region, or community)

**CPS Unit Supervisors**

(in addition to the above hours, to be completed during first year as a supervisor):

Supervisor Core Basic 48 hours DCYF + 11 additional classes required through DES/OMD\*

Supervisor Core Advanced: 64 hours DCYF advanced classes  
24 hours of continuing education annually after first year as supervisor (May include Annual Supervision Conference, Grand Rounds, and other events as directed by Management)

\*The following information includes mandatory training for both new staff and supervisory personnel offered through either the DES/Organization and Management Development Administration (OMD) or the Arizona Learning Center (ALC). All courses are completed through Computer-based Training (CBT).

**Required Courses for All Newly Hired Employees:**

*Arizona Learning Center (ALC):*

| Name                                                                   | Course #  | Method of Delivery;<br>Estimated Course Time |
|------------------------------------------------------------------------|-----------|----------------------------------------------|
| Welcome to State Government ( <i>recommended only, not mandatory</i> ) | ADORI 100 | CBT (1 hour)                                 |
| Standards of Conduct in the Public Sector                              | PHI 1001  | CBT (1.5 hours)                              |
| Diversity                                                              | LAW 1005  | CBT (1.5 hours)                              |

*DES Organization & Management Development Administration (OMD):*

| Name                                   | Course #   | Method of Delivery;<br>Estimated Course Time |
|----------------------------------------|------------|----------------------------------------------|
| DES Initial Security Training          | DEISA 1005 | CBT (1 hour)                                 |
| Mandatory Workplace Violence Avoidance | DEE 600    | CBT (4 hours)                                |
| PASE for New Employees                 | DEE 112    | CBT (2 hours)                                |
| Defensive Driving                      | RM 29      | CBT (4 hours)                                |
| Limited English Proficiency            | DESLP 001  | CBT (1.5 hours)                              |
| Fair Labor Standards                   | DEHR 050   | CBT (1.5 hours)                              |
| ADA 504                                | DEE 504    | CBT (2.5 hours)                              |
| Electronic Records Retention           | DEE 162    | CBT (3 hours)                                |

Please Note – The “ADA 504” course, “Limited English Proficiency” course, and “Electronic Records Retention” courses all have multiple parts and, thus, have additional course numbers to complete as well. There is also a two part course entitled: “HIPAA” for all employees.

**Required Courses for Newly Hired Supervisors – in addition to required courses for new employees above:**

*Arizona Learning Center (ALC):*

| Name                                               | Course # | Method of Delivery;<br>Estimated Course Time |
|----------------------------------------------------|----------|----------------------------------------------|
| Elements of Supervision                            | LDR 1000 | CBT (3.5 hours)                              |
| Coaching Employees                                 | LDR 1001 | CBT (4 hours)                                |
| Treating Others Respectfully                       | LDR 1002 | CBT (2 hours)                                |
| Building Trust                                     | LDR 1003 | CBT (2 hours)                                |
| Recognizing & Motivating Others                    | LDR 1004 | CBT (3 hours)                                |
| Empowering Employees & Delegating Responsibilities | LDR 1005 | CBT (4 hours)                                |
| Managing Employee Performance                      | LDR 1006 | CBT (4 hours)                                |
| Counseling & Discipline                            | LDR 1007 | CBT (3 hours)                                |
| Leading by Example                                 | LDR 1008 | CBT (2 hours)                                |

| <b>Name</b>                                            | <b>Course #</b> | <b>Method of Delivery;<br/>Estimated Course Time</b> |
|--------------------------------------------------------|-----------------|------------------------------------------------------|
| Listening & Communicating                              | COM 2000        | CBT (1.5 hours)                                      |
| Providing Quality Customer Service                     | COM 2011        | CBT (2 hours)                                        |
| Communicating through Writing                          | COM 3000        | CBT (1.5 hours)                                      |
| Managing Time                                          | PRD 1020        | CBT (2 hours)                                        |
| Preventing Inappropriate Behavior & Workplace Violence | LAW 106         | CBT (1.5 hours)                                      |
| ADA/FMLA                                               | LAW 107         | CBT (1.5 hours)                                      |
| Fair Employment Practices                              | LAW 1002        | CBT (1.5 hours)                                      |
| Selection Interviewing                                 | HRD 1050        | CBT (1 hour)                                         |

***DES Organization & Management Development Administration (OMD):***

| <b>Name</b>                                         | <b>Course #</b> | <b>Method of Delivery;<br/>Estimated Course Time</b> |
|-----------------------------------------------------|-----------------|------------------------------------------------------|
| PASE Planner                                        | DEM 320         | CBT (4 hours)                                        |
| PASE Discussion                                     | DEM 330         | CBT (3 hours)                                        |
| PASE Support                                        | DEM 332         | CBT (4 hours)                                        |
| PASE Evaluation                                     | DEM 334         | CBT (4 hours)                                        |
| Drug & Alcohol Testing Policy                       | DEM 900         | CBT (1 hour)                                         |
| Fingerprint Clearance Card Training for Supervisors | DEM 1000        | CBT (1 hour)                                         |

# **Arizona's Child Welfare System**

Statutorily administered through the Arizona Department of Economic Security  
(ARS 46-134)

## **Service Array**

- **Child Protective Services (Assessment):** means the evaluation of family strengths and capacities and risk to children living in the home on the basis of history, observations, professional opinions and other information. Assessment is used to identify appropriate interventions, services and to develop a case plan to reduce risk of child abuse and neglect while promoting safety, permanency, and well-being of a child.
- **Family Support Services:** means the preventative services provided on a proactive basis to improve the well-being of families, enhance family functioning, and foster a sense of self-reliance. The services are provided through contracts with private providers.
- **Family Preservation Services:** means services that are directed to reduce risk factors and stabilize a family unit in response to a crisis event when there is significant risk to the family. These services include an intensive level of intervention to successfully meet the crisis needs of the family or to reunify children who are in non-permanent placement. The services are provided through contracts with private providers.
- **In-Home Services:** means an array of support services that are family-centered, comprehensive, coordinated, accessible and culturally responsive, and provided through community-based agencies. These services are designed to improve the safety and well-being of families, enhance family functioning, increase competence in parenting abilities, foster a sense of self-reliance, reduce risk factors, increase protective factors and stabilize families. Services include but not limited to the following:
  - Crisis intervention counseling;

- Family assessment, goal setting and case planning in accordance with the safety and risk factors, and behavioral changes identified by CPS;
  - Individual, family and marital therapy;
  - Communication and negotiation skills;
  - Structured parenting education and child development;
  - Problem solving skills and stress management;
  - Home management and nutrition;
  - Clinical Family Assessments; and
  - Development of linkages with community resources to serve a variety of social needs.
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- **Reunification Services:** means remedial efforts designed to safely reunify foster children with their families. Reunification services may include but are not limited to:
    - Parent/child visitation;
    - Parenting skills;
    - Housing assistance;
    - Child care;
    - Individual, group, and family counseling;
    - Inpatient or outpatient substance abuse treatment services;
    - Mental health services;
    - Assistance to address domestic violence; and
    - Transportation to/from services.
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- **Foster Care:** means the placement of a child with an individual or agency other than the child's parent or legal guardian in non-parent relative placements, family foster homes, group homes or child welfare agencies.
  - **Kinship Care:** means the full time care of a child, who is in the care, custody and control of the department, who is placed with a kinship foster caregiver.
  - **Adoption:** means the legal process that creates a parent-child relationship between an adult and child and entitles the adopted child to all privileges belonging to a natural child of the adoptive parent(s) including the right to inherit.

- **Guardianship:** means the transfer of parental responsibility and legal authority for a minor child to an adult caregiver who intends to provide permanent care for the child. This can be done without terminating the parental rights of the child's parents.
- **Independent Living-Young Adult Program:** means a group of programs and services designed to assist youth, identified by the Department as likely to reach the age of 18 while in foster care, to become self-sufficient. Programs and services include Independent Living Services, the Independent Living Subsidy Program, and the Voluntary Out-of-Home Care for Youth 18 through 20 years of age, and the Transitional Independent Living program.
  - **Independent Living Services** means an array of assistance and support that is contracted, referred, or otherwise arranged by agency staff, and is designed to help eligible youth build skills to become self-sufficient. These services may include independent living skills training; youth advocacy groups; counseling on issues facing youth aging out of foster care; mental health services; health care; leadership training; transportation, mentors; and educational support such as tutoring, assistance in paying the General Equivalency Diploma (GED) testing fees, tuition, employment-related activities, or other similar services.
  - **Independent Living Subsidy Program** means a program through which an eligible youth may receive a monthly stipend to assist in meeting monthly living expenses while residing in an out-of-home placement. This stipend replaces any foster care maintenance payment from the Arizona Department of Economic Security (DES) for support of the youth.
- **Health Care for Children in Out-of-Home Placement (Comprehensive Medical & Dental Program – CMDP):** means the Arizona Health Care Cost Containment System (AHCCCS) health plan which provides medical and dental services for children in out-of-home care, including foster children enrolled in Arizona Long Term Care System (ALTCS), in the custody of DES, the Administrative Office of the Courts (juvenile probation), and the Department of Juvenile Corrections.
- **Case Management:** means the planning and coordination of all services to a client by an individual who, working with members of a service team, provides assessment, identifies and obtains services, monitors, evaluates, records progress and terminates services in accordance with established time frames.

- **Contracted Support Services:** means supports and services provided to children and families through contracts with community based agencies and individuals. Services may include parent aide, transportation, counseling, psychological assessment and treatment, substance abuse assessment and treatment, In-Home and Healthy Families services, etc.
- **Permanency Planning:** means the systematic process of carrying out (within a brief, time-limited period) a set of goal-directed activities designed to help children live in permanent families. This process has the goal of providing the child continuity of relationships with nurturing parents or caregivers and the opportunity to establish lifetime family relationships. Placement may include another family member or significant person to the child.
- **Foster Home Recruitment:** means the activities and strategies used to build public interest and awareness of the need for foster parents for children in foster care through recruitment which broadcasts the need to a general audience to include targeted and child specific recruitment.
- **Foster Home Training:** means information provided to prospective foster parents in training sessions (usually 10 three-hour sessions for 30 hours total). The training is designed to help foster families effectively parent children in foster care who may have medical conditions, emotional problems, special needs or are members of a sibling group. Training topics include parenting children with emotional and behavior problems, legal issues, dealing with birth-parent visitation, effective communication, positive parenting tools, loss and grief issues, and understanding the stages of development.
- **Adoption Home Recruitment:** means the activities and strategies used to build public interest and awareness of the need for adoptive parents for children in foster care through recruitment which broadcasts the need to a general audience to include targeted and child specific recruitment.
- **Adoption Home Certification:** means a judicial determination by the court that a prospective adoptive parent is a fit and proper person to adopt. A certificate shall be issued only after an investigation has been conducted by an officer of the court, by an agency or by the division. The certification report or adoptive home study is the written report in which an adoption entity summarizes the results of a certification investigation and makes a recommendation for or against certification of a prospective adoptive parent.